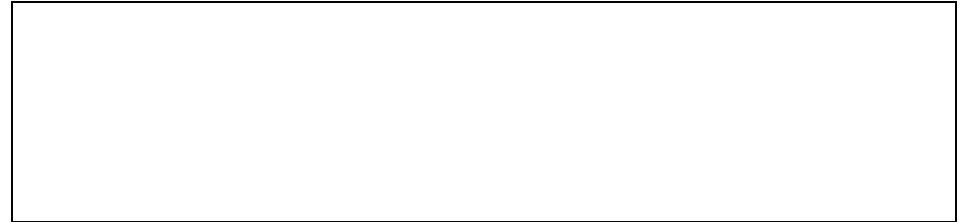


Headquarters U.S. Air Force

Integrity - Service - Excellence

Military Conferences Attendees Personnel Update



***Lt Gen Roger Brady
Deputy Chief of Staff, Personnel***

U.S. AIR FORCE



U.S. AIR FORCE

Overview

- **Force Development**
- **Service Delivery**
- **Force Shaping**
- **Culture of Airmen**



I n t e g r i t y - S e r v i c e - E x c e l l e n c e



U.S. AIR FORCE

Force Development

Enlisted Leadership Levels

- **Tactical Level Development** – Gaining knowledge and experience in primary skill through job-related skill development (Tech school, OJT, FTD, etc) combined with educational and leadership experiences (ALS, Professional Development Seminars) and off-duty education. Junior enlisted through TSgt are normally at the tactical level
- **Operational Level Development** - Widening of experience and leadership ability within a family of skills through progressive leadership roles, special duties, military education (NCOA and SNCOA), and other educational opportunities. Normally, SNCOs at flight, on up to base-level CMSgts are operational level leaders. These are our key NCO *expeditionary* leaders
- **Strategic Level Development** - Opportunities to gain breadth of experience, leadership and managerial perspective to support institutional AF and joint efforts. For enlisted this normally is for top SNCOs who will/may be assigned to key positions at MAJCOM, Air Staff, and unified commands. CMSAF, MAJCOM CCMs, Career Field Managers, top leaders at Air Staff and AFPC are examples of strategic level enlisted leaders



Force Development

U.S. AIR FORCE

- **What it's about:**
 - Accomplishing AF missions
 - Right People ... Right Place ... Right Time -- with the skills, knowledge, and experience necessary to win our nations wars
 - Creating and growing leaders capable of taking our Air Force to the next level of excellence
- **What it's not about:**
 - Development for its own sake
 - Developing everyone the same
 - Your next promotion



U.S. AIR FORCE

Force Development (Enlisted)

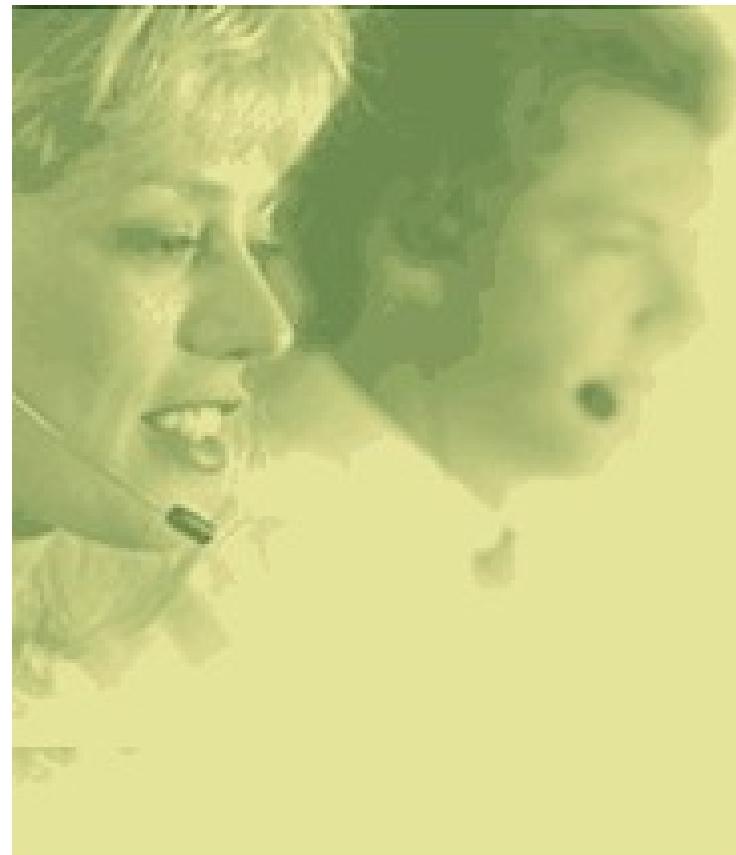
- **Updating and Defining Roles and Responsibilities of CCMs**
 - CCM IPT (May 03)
 - Rewriting AFI 36-2609, CMSAF and CCM Programs
- **Clarifying Role of College in Enlisted Development**
 - Enlisted Voluntary Education IPT (Jun 04)
 - Drafting CMSAF Perspective
- **Define SNCO, 1st Sgt, CCM Combat Leadership Requirements**
 - GWOT/OIF Enlisted Lessons Learned IPT (Jun 04)
 - Coordinating Recommendations with Process Owners
- **On the Horizon**
 - Update Enlisted Force Structure (Fall 04)
 - Developmental Assignments IPT (Fall 04)



U.S. AIR FORCE

Overview

- Force Development**
- Service Delivery**
- Force Shaping**
- Culture of Airmen**





U.S. AIR FORCE

What's Really Changing?

- Face-to-face support only where Personnel presence is required
 - Migrate transactions to the web and contact center
- Prioritize contact center stand-up – USAA model
- Establish objective MSS and MAJCOM organizations
 - Smaller footprint -- reallocate savings to warfighter



“...But you'll always be able to talk to a human being!”



U.S. AIR FORCE

Getting to the Delivery Model...

~~Force Development Transformation~~

FDT LAB

- Honors & Awards*
- Debts
- Evaluations
- Reenlistments
- Retirement*
- Disciplinary Actions
- Promotions
- Records Mgt*
- Compensation & Pay
- Termination*
- Inprocessing / Outprocessing
- Assignments*
- Duty Status Change*
- Voluntary Education*
- Family Status Change*
- Classification
- Employee Management Relations
- Readiness*
- Education Administration*
- PERSCO*
- Testing
- Accessions
- Education & Training Spiral*
- Manpower Spiral*
- Civilian Unique Labs

Labs identify the service delivery model for transactional work

*Combined Mil/Civ Labs

(FDT) Lab



Self-Service - 80%
Single site
Single sign-on

Contact Center - 15%



Single 1-800#
Tiered support
Case mgt
24/7/365

Face-to-Face 5%

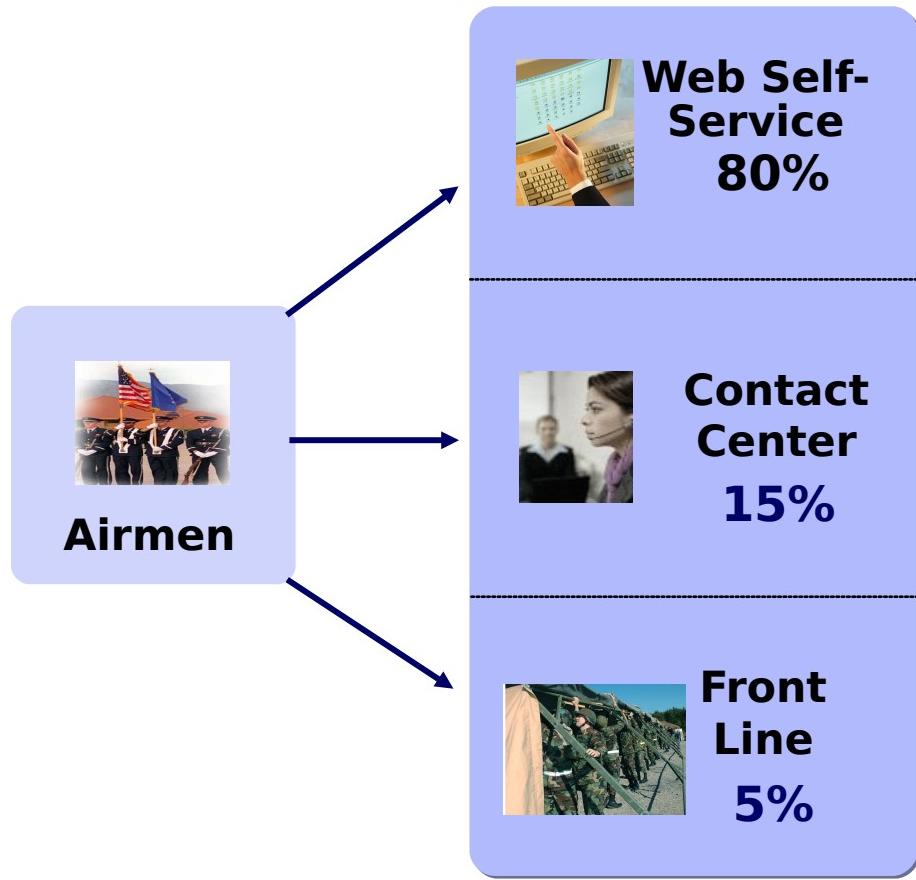


Personnel Experts and Customers Design the To-Be Process



U.S. AIR FORCE

A New Way of Delivering Services



- Assignment management
- In/Out-processing
- Voluntary separation processing
- Retirement processing
- Retirement counseling
- Family status changes
- Missing evaluations
- Technical assistance on self-service applications
- Newcomer orientation
- Family support
- ID cards
- Testing
- Casualty assistance

Make services less costly...and more convenient for Air Force People

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



U.S. AIR FORCE

A New Role for the Personnelist

- **Change focus from Personnel transactions to:**
 - **Advising commanders at base and MAJCOM**
 - **Supporting Force Development teams**
 - **Problem solving, career counseling, and readiness**

**Mission Support
Squadron
(MSS)**

- **MSS Commander**
- **Force Development Advisor**
- **Manpower Advisor**
- **Readiness**
- **MAJCOM DP**
- **Force Development Advisor**
- **Employee & Labor Relations**
- **Classification/ Resource Management**
- **Career Counselor**
- **Legal/Policy Advisor**
- **Senior Officer Management Advisor**
- **Readiness Advisor**

MAJCOM DP

Change Focus to Developing Airmen

Integrity - Service - Excellence



U.S. AIR FORCE

What's Not Changing?

- **Commander's domain**
 - Counseling / mentoring
 - Morale & discipline
- **Commander advisory support**
 - Senior officer management
 - Readiness
 - Family programs
 - Equal opportunity / diversity
 - Focus on warfighter support



Keep the “Personal” in Personnel

Integrity - Service - Excellence



U.S. AIR FORCE

PERSCO Support



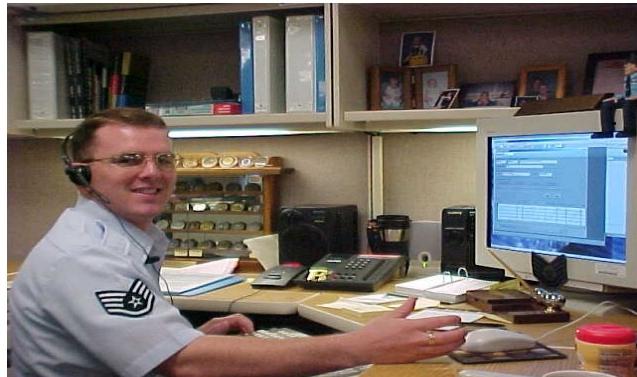
HOME
STATION

Yesterday



PERSCO

Today



AIR FORCE CONTACT
CENTER

FIELD ASSISTANCE
CENTER

- Deployed 15 January 2004
- Update Assignment Preferences
- Update SGLI Forms
- Correct Duty History
- Correct Evals / Decs Errors
- Update Personal info, i.e. address
- Deployed MPF
- MANPER-B Functionality

Integrity - Service - Excellence

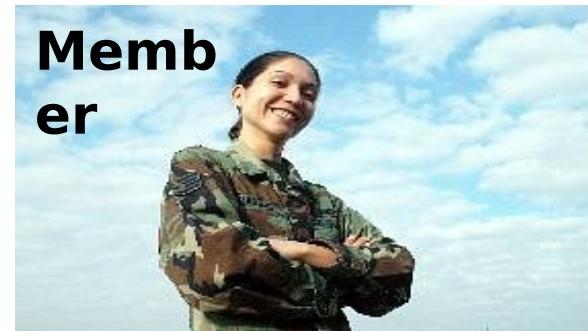


U.S. AIR FORCE

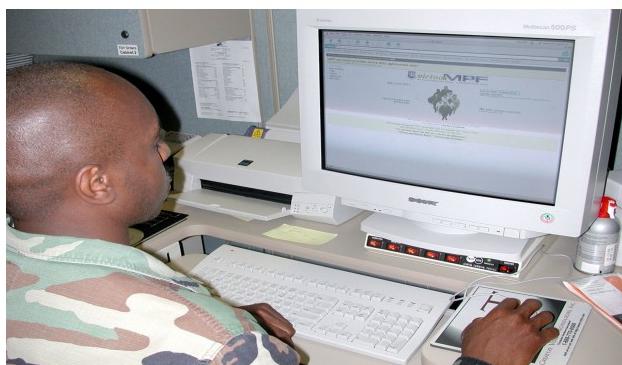
In-garrison Support



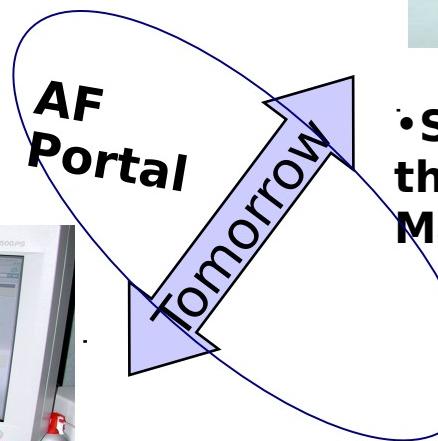
MPF



**Memb
er**



vMPF



- Services only available through vMPF - started 15 Mar 04
- Record Review
- Emergency data update
- RNLTD / DEROS Changes
- Humanitarian / EFMP
- Proof of Service Letter



U.S. AIR FORCE

Overview

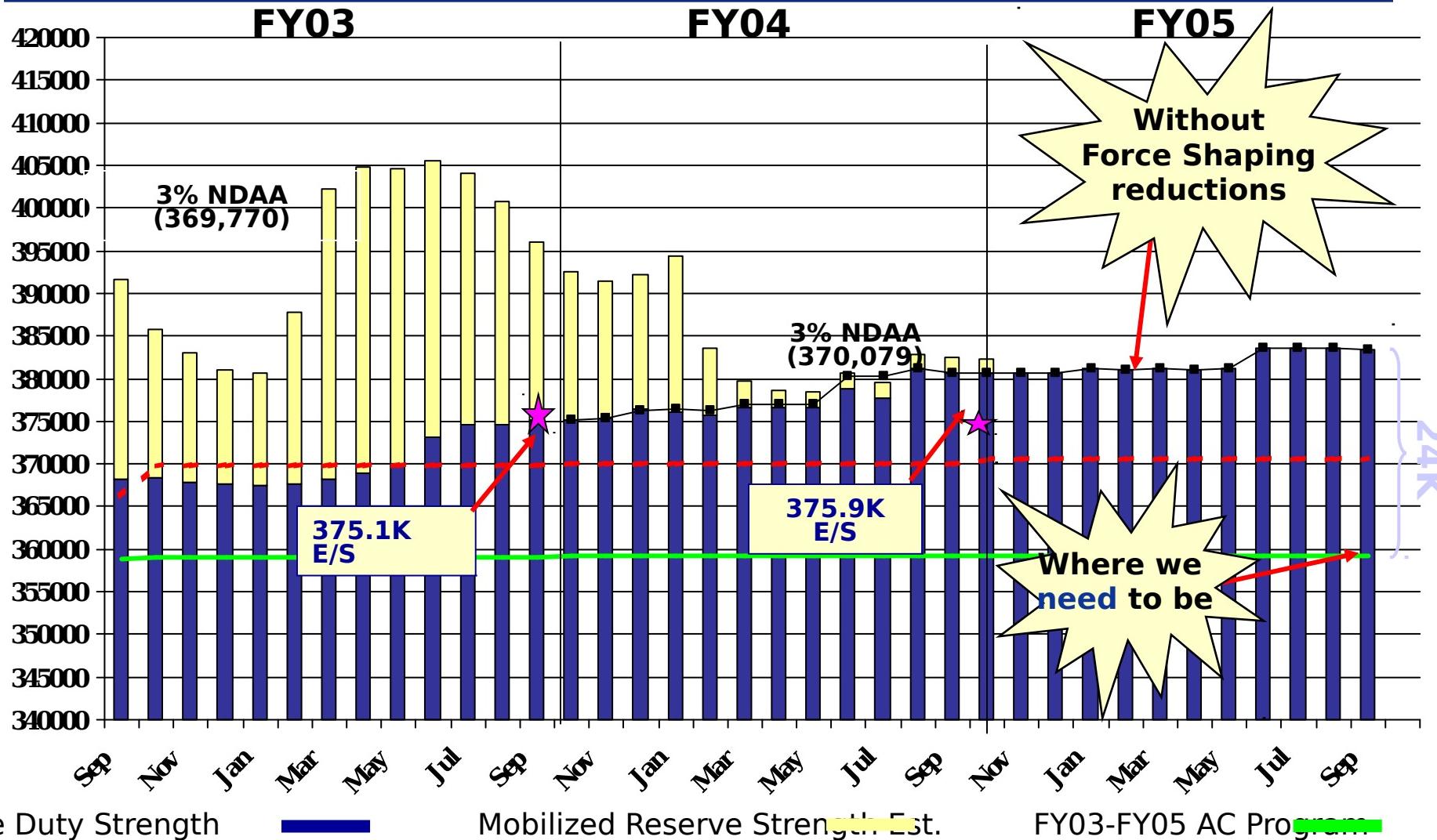
- Force Development**
- Service Delivery**
- Force Shaping**
- Culture of Airmen**





FY03-05 Personnel Strength

U.S. AIR FORCE



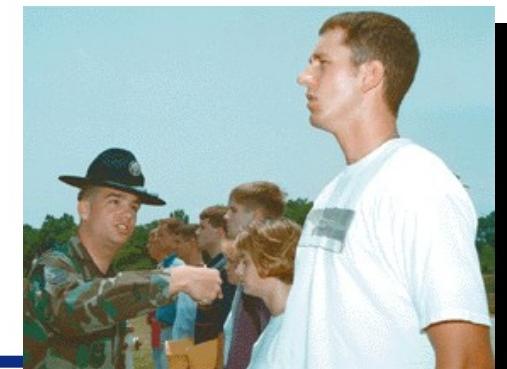
Integrity - Service - Excellence



U.S. AIR FORCE

Force Shaping

- **Over accessions, historic retention - AF projected 24K over end-strength by end of FY05 w/o Force Shaping initiatives**
 - FY05 target is 359.7K; projected to be at approximately 383K
- **Force Shaping Phase 1 - Feb-Mar 04**
 - Included PALACE CHASE transfers, LADSC waivers, DOS rollbacks
 - Yielded 2,545 additional retirements/separations
- **Force Shaping Phase 2 - Implemented Jun 04**
 - Opens Phase 1 aperture
 - Career Job Reservations (CJR)
 - Approves 20+ year retirement applications
 - Introduces 2-yr TIG for O-6/5s
 - Yield at ~2,200 as of 30 Jul 04
- **Cuts accessions by 14K - focuses cut on overmanned AFSCs**



Integrity - Service - Excellence



U.S. AIR FORCE

Managing the Stress

No increase in end strength “Transformation means shifting resources from bureaucracy to the battlefield”

- SecDef Rumsfeld

- Approved methodology to monitor all AFSCs
- Adjust our skill mix while getting down to authorized end strength
- Stress factored into accession redux - protect most stressed
- Convert mil to civ positions -- when appropriate
- “Health of the Fleet” reviews at CORONA South and FDC
- Overhaul manpower requirements determination

Focus on our Core Competency...Developing Airmen

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



U.S. AIR FORCE

Overview

- Force Development**
- Force Shaping**
- Service Delivery**
- Culture of Airmen**



Integrity - Service - Excellence



U.S. AIR FORCE

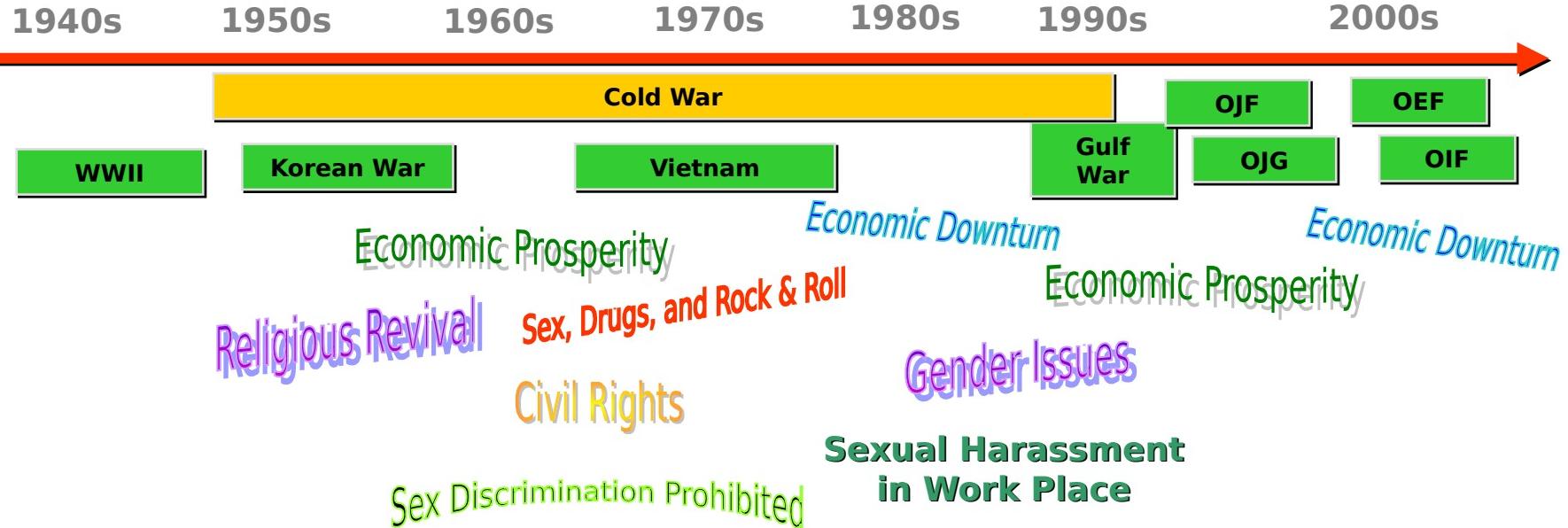
The USAF in the USA





The USAF in the USA

U.S. AIR FORCE

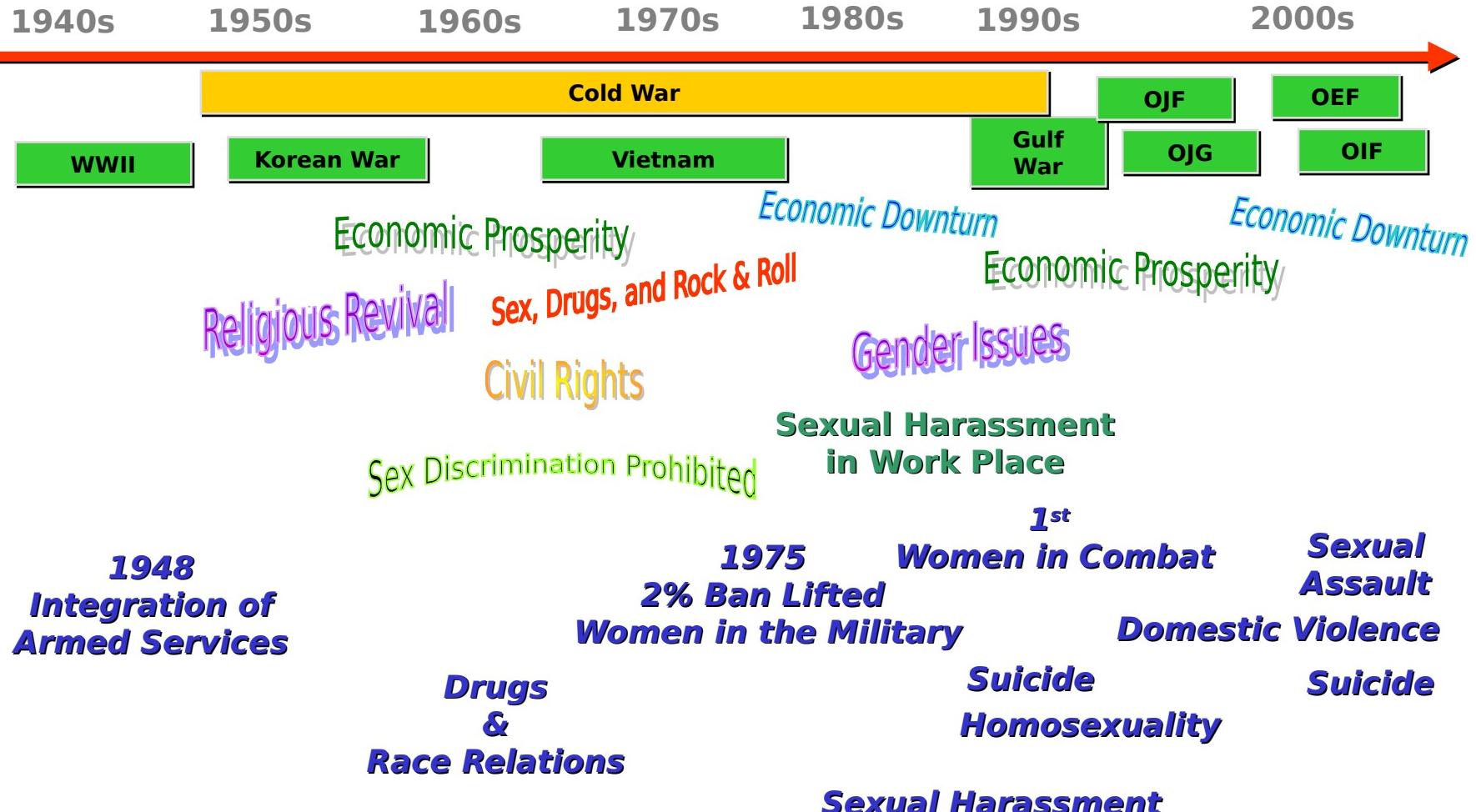


I n t e g r i t y - S e r v i c e - E x c e l l e n c e



The USAF in the USA

U.S. AIR FORCE



1948
Integration of
Armed Services

Drugs
&
Race Relations

1975
2% Ban Lifted
Women in the Military

Sexual Harassment

Women in Combat
Domestic Violence
Suicide
Homosexuality

Sexual
Assault
Domestic Violence

Suicide



U.S. AIR FORCE

Things Are Different...

Top 5 Disciplinary Problems in Public Schools

1950s

- Talking
- Chewing Gum
- Making Noise
- Running in Halls
- Getting out of turn in line

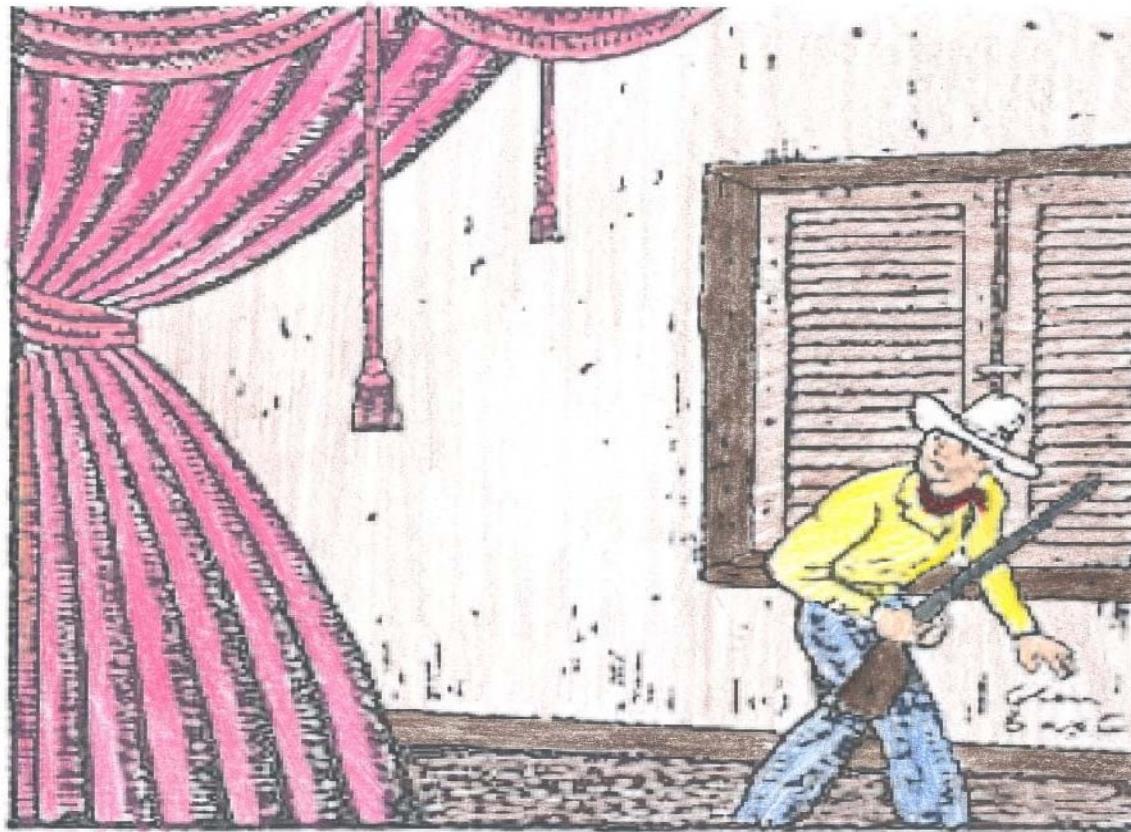
2000s

- Drug Abuse
- Alcohol Abuse
- Pregnancy
- Suicide
- Rape



U.S. AIR FORCE

Things Are Different...



A WIND OF CHANGE WAS SWEEPING THROUGH
THE OLD BUNKHOUSE, AND ZEKE DIDN'T
CARE FOR IT ONE LITTLE BIT.

Integrity - Service - Excellence



U.S. AIR FORCE

How Do We Respond ?

Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

Reactive



U.S. AIR FORCE

How Do We Respond ?



"Look, I can't promise I'll change, but I can promise I'll pretend to change."



U.S. AIR FORCE

How Do We Respond ?

Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

Justice/Equit

Y

- Do the right thing -- fairness
- Attempt to equalize result to make up for past - level the playing field
- Treat everyone the same after that
- Mutual Respect

Reactive





U.S. AIR FORCE

How Do We Respond ?



"It seems that the other auto companies are using something called crash-test dummies."

Models of Change

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



U.S. AIR FORCE

How Do We Respond ?

Compliance

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain Status Quo

Justice/Equity

- Do the right thing -- fairness
- Attempt to equalize result to make up for past - level the playing field
- Treat everyone the same after that
- Mutual Respect

Mission Imperatives

- Pursue changes for sake of AF, not for individuals or groups
- Optimize talents, perspectives, experience of diverse force
- Nurture the attitudes and values critical to success

Reactive

Proactive

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



U.S. AIR FORCE

Deal With the Present ... Shape the Future

- ***Learn*** about the current, pressing issues
- ***Take positive action*** to address the problem
- ***Build*** the culture for the future



What's
on your
mind?